DOCUMENT RESUME

ED 080 034 HE 004 182

TITLE	The Status of Women Faculty and Administrators in Higher Education Institutions, 1971-72.
INSTITUTION	National Education Association, Washington, D.C. Research Div.
REPORT NO	RM-1973-7
PUB DATE	Apr 73
NOTE	8p.
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	Administrative Personnel; *Equal Opportunities (Jobs); Faculty; *Higher Education; Instructional Staff; Research; Research Projects; Salaries; *Salary Differentials; *Sex Discrimination; Teacher Salaries; Tenure

ABSTRACT

This research memo provides a brief report of the status of women faculty and administrators in higher education based on three types of information collected in the NEA research biennial study of salaries in higher education in 1971-72. In addition to summarizing faculty salaries by sex, this memo reports the tenure status of faculty by sex and reviews the number of persons and their salaries by sex in administrative positions in higher education. (Author)

ED 080034

NEA RESEARCH MEMO
Research
National Education Association
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Research Memo 1973-7 April 1973

THE STATUS OF WOMEN FACULTY AND ADMINISTRATORS IN HIGHER EDUCATION INSTITUTIONS, 1971-72

THIS RESEARCH MEMO provides a brief report of the status of women faculty and administrators in higher education based on three types of information collected in the NEA Research biennial study of salaries in higher education in 1971-72. In addition to summarizing faculty salaries by sex, this Memo reports the tenure status of faculty by sex and reviews the number of persons and their salaries by sex in administrative positions in higher education. Information about the coverage and format of the biennial study, along with detailed tables of faculty salary information by sex, is given in the report of the 1971-72 study.[1]

Faculty Salaries by Sex

4-Year Institutions—Salary information by sex was reported for 211,253 faculty, 96.7 percent of all for whom salary information was reported. NEA Research Report 1972-R5 contains summary tables which show the distribution of salaries of men and women faculty separately. The median faculty salaries of men and women faculty for all ranks combined, and the percent of salaried faculty who are women, in 4-year institutions grouped by type and region are at top right.

The proportions of faculty who are women are greatest in the medium and small nonpublic colleges, the small public universities, and the public colleges. Also, women represent a higher proportion of faculty in the Mideast and Southeast than in other regions.

For all ranks combined, the median salary of women is 82.5 percent of the median salary of men faculty. Twelve years earlier, in 1959-60, it was 84.9 percent and six years later, 83.4 percent. The data for 1971-72 by rank are as follows:

Group of institutions	Median salary: Men faculty	Median salary: Women faculty	Percent of faculty who are women
All 4-year institutions	$13,359	$11,026	19.0
Public universities			
Enroll 10,000 or more	14,342	11,519	15.6
Enroll 5,000-9,999	13,112	11,140	19.7
Enroll less than 5,000	12,887	10,960	23.5
Nonpublic universities			
Enroll 5,000 or more	14,944	11,367	13.6
Enroll less than 5,000	13,127	10,787	15.6
Public colleges	12,648	11,421	22.5
Nonpublic colleges			
Enroll 1,000 or more	11,841	10,283	21.6
Enroll 500-999	10,773	9,580	29.1
Enroll less than 500	10,388	8,925	29.6
Region			
New England	13,963	11,777	18.2
Mideast	14,177	12,400	22.2
Southeast	12,868	10,045	21.1
Great Lakes	13,481	11,035	18.2
Plains states	12,528	10,119	17.4
Southwest	13,129	10,337	19.0
Rocky Mountain	12,922	10,988	15.0
Far West	13,582	11,593	15.2
All public institutions	13,660	11,367	18.5
All nonpublic institutions	12,479	10,274	20.1
All universities	13,933	11,303	16.8
All colleges	11,985	10,625	23.5

Faculty rank	Median salary: Men	Median salary: Women	Percent of faculty who are women
Professor	$18,185	$16,423	8.6
Associate professor	14,026	13,219	14.6
Assistant professor	11,619	10,969	20.7
Instructor	9,408	8,898	39.4
Lecturer	12,112	11,469	37.2

[1] NEA Research Report 1972-R5: *Salaries Paid and Salary-Related Practices in Higher Education, 1971-72.* $2.00. Stock No. 435-25500.

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The largest proportions of faculty who are women occur in groupings of institutions and classifications of faculty in which salaries of all faculty are lowest. The existence of both of these situations contributing to the differences in median salaries of men and women faculty is shown in a comparison between the proportions of faculty in universities and in colleges at each rank who are women, as follows:

Faculty rank	Percent of faculty who are women	
	Universities	Colleges
All ranks	16.8	23.5
Professor	6.9	13.4
Associate professor	12.6	19.1
Assistant professor	18.5	24.8
Instructor	39.3	39.6
Lecturer	36.7	38.7

Information from earlier studies in the biennial series shows that during the preceding 12 years in the institutions reporting salaries by sex, the over-all proportion of faculty who are women has not changed significantly. However, the proportion of faculty who are women has increased by 10 percentage points at the instructor rank while it has decreased at each of the higher ranks over this period, as follows:

Faculty rank	Percent of faculty who are women		
	1959-60	1965-66	1971-72
All ranks	19.1	18.4	19.0
Professor	9.9	8.7	8.6
Associate professor	17.5	15.1	14.6
Assistant professor	21.7	19.4	20.7
Instructor	29.3	32.5	39.4

2-Year-Institutions.—Salary information by sex was reported for 41,517 faculty in public institutions and 2,196 faculty in nonpublic institutions. These represent 90.7 percent and 98.1 percent of all faculty salaries reported by these institutions, respectively. The median salary of women faculty in public institutions is 90.1 percent of the median salary of men faculty in these institutions. In nonpublic institutions the median for women faculty is 93.7 percent of the median for men faculty. Details about the distributions of salaries of men and women faculty in 2-year institutions are given in Tables 48 and 49, A and B, in Appendix D of NEA Research Report 1972-R5.

A review of the median salaries of men and women faculty and the percentages of faculty who are women in each region and enrollment classification of public 2-year institutions in 1971-72 is as follows:

Group of institutions	Median salary		Percent of faculty who are women
	Men faculty	Women faculty	
All public institutions	$12,337	$11,118	31.2
New England	11,509	10,561	29.8
Mideast	13,046	12,618	31.5
Southeast	10,244	9,503	36.7
Great lakes	12,580	11,542	31.2
Plains states	11,316	10,036	23.7
Southwest	10,394	9,858	34.5
Rocky Mountain	10,500	9,452	26.8
Far West	15,648	14,462	28.0
Enroll 2,900 or more	13,668	12,397	31.3
Enroll 1,000-1,199	10,966	10,047	31.5
Enroll fewer than 1,000	10,450	9,452	30.4

Possible trends in the status of women faculty since 1959-60 in 2-year institutions may be estimated from a review of median salaries of women faculty as a percentage of median salaries of men faculty, the percentages of faculty who are women, and the percentages of all faculty salaries which are reported by sex, biennially between 1959-60 and 1965-66, and for 1971-72, as follows:

Type of institution and session	Median salary of women faculty as percent of median for men	Percent of faculty who are women	Percent of faculty salaries reported by sex
Public institutions			
1959-60	93.6	28.9	100.0
1961-62	93.0	27.7	92.1
1963-64	95.0	26.9	99.1
1965-66	93.2	27.2	94.9
1971-72	90.1	31.2	90.7
Nonpublic institutions			
1959-60	86.9	40.9	100.0
1961-62	89.4	40.0	100.0
1963-64	88.6	38.2	100.0
1965-66	91.7	37.0	100.0
1971-72	93.7	41.1	98.1

Tenure Status By Sex

The number of tenured faculty in 1971-72 was reported by sex by 821 4-year institutions (93.3 percent of the 880 institutions reporting the number of tenured faculty) and by 330 2-year institutions (92.4 percent of the 357 institutions reporting the number of tenured faculty). Tenure status by sex of faculty was reported by institutions employing 94.8 percent of the faculty whose tenure status was reported by 4-year institutions (180,811) and by 91.8 percent of those in 2-year institutions (33,447).

The percent of faculty having tenure in the institutions reporting sufficient data to assess the tenure status of faculty by sex is slightly different

from the total group of institutions reporting the number of faculty having tenure, as follows:

Classification of institutions	Percent of faculty having tenure	
	All institutions reporting number of tenured faculty	Institutions reporting by sex the number of faculty having tenure
Total 4-year	54.3	56.1
Public	55.7	55.4
Nonpublic	51.0	57.8
Total 2-year	54.3	52.7
Public	54.7	53.0
Nonpublic	42.7	44.1

The summary in Table 1 shows that the percentages of women faculty having tenure are highest in the public institutions, particularly the medium and small public universities where almost half of the women faculty have tenure. The percentages of women faculty having tenure are lowest in the small nonpublic universities in the medium-size nonpublic colleges where less than one-third have tenure. The percentage of men faculty having tenure is more than 5 percentage points greater than the percentage of women faculty having tenure in each classification of institution except public colleges, the smallest nonpublic colleges, and the nonpublic 2-year colleges.

The over-all pattern of tenure being held by a higher percentage of men than of women faculty is not observed among all institutions in a given classification. At least one institution in each classification (Table 1) reports a higher percentage by 10 or more percentage points) of women than of men faculty having tenure. However, in every classification of institution, except nonpublic 2-year colleges, the percentage of institutions in which a higher percentage of men than women faculty have tenure exceeds the percentage of institutions reporting the reverse pattern. The differences are smallest (between 2.4 and 3.9 percentage points) in the medium size nonpublic colleges and in the small public universities. The differences are widest in the large public and nonpublic universities, where the largest percentages of institutions have a higher percentage of men than women faculty with tenure.

TABLE 1.—PERCENTS OF FACULTY HAVING TENURE, BY SEX AND BY TYPE OF INSTITUTION, AND PERCENTS OF INSTITUTIONS IN WHICH THE PERCENTS OF FACULTY BY SEX HAVING TENURE DIFFER BY MORE THAN 10 PERCENTAGE POINTS, 1971-72

Type of institution	Number of institutions reporting	Total full-time faculty		Percent of faculty having tenure		Percent of institutions in which the percent having tenure is more than 10 percentage points higher—	
		Men	Women	Men	Women	For men than for women	For women than for men
1	2	3	4	5	6	7	8
4-YEAR INSTITUTIONS							
Public universities							
Enroll 10,000 or more	63	50,681	9,343	61.2	44.7	49.2	1.6
Enroll 5,000 to 9,999	53	17,932	4,360	57.2	47.5	32.1	5.7
Enroll less than 5,000	52	8,291	2,618	53.8	48.3	15.4	11.5
Public colleges	135	21,628	6,093	50.4	47.0	23.7	9.6
Total public institutions	303	98,532	22,414	57.5	46.3	29.0	7.6
Nonpublic universities							
Enroll 5,000 or more	24	9,914	1,480	62.4	41.9	62.5	4.2
Enroll less than 5,000	49	7,430	1,372	55.3	33.1	59.2	6.1
Nonpublic colleges							
Enroll 1,000 or more	198	14,613	4,134	78.9	40.1	39.4	9.6
Enroll 500 to 999	164	5,759	3,778	46.8	28.1	26.8	24.4
Enroll less than 500	83	1,353	670	44.9	41.2	37.3	26.5
Total nonpublic institutions	518	39,069	11,434	64.3	35.6	38.0	16.8
Total 4-year institutions	821	137,601	33,848	59.4	42.7	34.7	13.4
2-YEAR INSTITUTIONS							
Public	291	20,384	9,256	55.9	46.7	28.2	11.7
Nonpublic	39	660	420	45.2	42.4	20.5	20.5
Total 2-year institutions	330	21,044	9,676	55.8	46.5	27.3	12.7

Salaries of Administrators by Sex

The numbers of persons in administrative and professional positions for whom the salary and the sex were reported for 1971-72 are shown in Tables 2 and 3. These tables contain all positions for which salary information was requested with the following exceptions: (a) in 4-year institutions head football coach, head basketball coach, and in universities the deans of separately organized schools and colleges; and (b) in nonpublic 2-year institutions all positions having fewer than 10 persons reported. For the deleted positions in 4-year institutions salaries were reported for 2,391 men and 159 women. As may be expected, 81.1 percent of these 159 women officers were in the following positions: dean of the school of nursing, 85; dean of the school of home economics, 37; and 7 were deans of schools of education. For the two positions in which salaries of more than 20 women officers were reported, the number of men officers was not large enough to allow a comparison of the median salaries.

Comparison of the sums of columns 2 and 5 of Tables 2 and 3 shows that overall administrative position information by sex is reported for 97.5 percent of the officers in 4-year institutions and for 95.6 percent of those in 2-year institutions.

TABLE 2.—NUMBER AND MEDIAN SALARY OF ADMINISTRATIVE POSITIONS IN 4-YEAR INSTITUTIONS OF HIGHER EDUCATION, BY SEX OF THE ADMINISTRATIVE OFFICER, 1971-72

Administrative title	Number of persons reported	Number of persons reported by sex			Median annual salary			Median annual salary of women as percent of median for men
		Men	Women	Total	Men	Women	Total	
1	2	3	4	5	6	7	8	9
President	953	918	32	950	$29,932	$25,214	$29,750	84.2
Executive Vice-president	217	205	5	210	26,694	15,375	26,313	57.6
Assistant to President	416	342	52	394	17,368	12,500	16,733	72.1
Planning Vice-president	131	122	3	125	22,750	a	22,583	a
Organized Research Vice-president	85	85	...	85	26,417	...	26,417	...
Director of Institutional Research	253	221	24	245	18,413	13,500	18,238	73.3
Academic Vice-president or Provost	472	448	13	461	26,067	20,375	25,750	78.2
Dean of Administration, Faculty or Instruction	350	314	22	336	21,633	18,750	21,318	86.7
Dean of the College	263	224	24	248	20,214	19,500	19,975	96.5
Vice-president for Student Personnel Services	759	674	80	754	18,274	14,000	17,830	76.6
Dean of Men	377	368	2	370	13,481	a	13,490	a
Dean of Women	431	15	411	426	11,417	12,489	12,448	109.4
Director of Admissions	794	695	89	784	14,750	11,850	14,280	80.3
Registrar	847	572	261	833	14,537	10,271	13,108	70.7
Director of Student Placement	515	388	119	507	14,060	9,725	13,014	69.2
Director of Student Testing and Counseling	457	356	83	439	15,625	12,188	15,170	78.0
Director of Student Financial Aid	701	536	141	677	12,263	9,344	11,618	76.2
Chief Business Officer	914	873	24	897	19,525	14,750	19,419	75.5
Director of Development	623	584	16	600	18,315	13,750	18,181	75.1
Budget Director	189	173	12	185	16,792	15,000	16,479	89.3
Controller	468	421	28	449	15,822	10,000	15,600	63.1
Director of Non-Academic Personnel	323	269	42	311	15,023	10,250	13,969	68.2
Director of Public Relations	546	457	70	527	15,125	10,667	14,652	70.5
Director of Alumni Services	515	377	123	500	12,740	9,275	11,905	72.8
Director of Information	317	249	57	306	12,938	9,563	12,163	73.9
Chief Librarian	924	625	284	909	16,344	11,895	14,891	72.8
Director of Audiovisual Services	313	274	19	293	14,083	10,250	13,614	72.8
Director of Evening School	124	113	5	118	17,450	8,875	17,200	50.9
Director of Extension	147	137	6	143	19,350	14,750	19,150	76.2
Director of Summer Session	99	73	5	98	20,125	13,250	20,042	65.8
Director of Laboratory School	96	78	14	92	17,250	12,250	16,778	71.0
Director of Athletics	566	560	1	561	15,875	a	15,821	a

[a]Salaries were reported for fewer than five persons.

The percentage of persons in these administrative positions who are women averages 14.9 percent in 4-year institutions and 14.0 percent in 2-year institutions. In only the following positions are more than one-fifth of the officers women in 4-year institutions: Dean of Women (96.5 percent), Registrar (31.3 percent), Chief Librarian (31.2 percent), Director of Alumni Services (24.6 percent), Director of Student Placement (23.5 percent), and Director of Student Financial Aid (20.8 percent). In only the following positions in public 2-year institutions are more than one-fifth of the officers women: Dean of Women (100.0 percent), Chief Librarian (24.9 percent), Director of Student Testing and Counseling (35.5 percent), Registrar (24.9 percent), and Director of Public Relations (24.0 percent). In only the following positions in nonpublic 2-year institutions are more than one-fifth of the officers women: Dean of Women (100.0 percent), Chief Librarian (76.9 percent), Registrar (55.1 percent), Director of Guidance (39.1 percent), Dean of Students (27.6 percent), Director of Public Relations (27.0 percent), and Director of Admissions (23.6 percent).

The differences in median salaries of men and women in the same position range from $321 (for Chief Librarian in nonpublic 2-year institutions) to $11,319 (for Executive Vice-president in 4-year in-

TABLE 3.–NUMBER AND MEDIAN SALARY OF ADMINISTRATIVE POSITIONS IN 2-YEAR INSTITUTIONS, BY SEX OF THE ADMINISTRATIVE OFFICER, 1971-72

Administrative title	Number of persons reported	Number of persons reported by sex			Median annual salary			Median annual salary of women as percent of median for men
		Men	Women	Total	Men	Women	Total	
1	2	3	4	5	6	7	8	9
PUBLIC INSTITUTIONS								
Chief Administrative Officer	523	517	3	520	$25,583	...	$25,528	...
Assistant Administrative Officer	161	143	8	151	19,531	$15,000	19,528	76.8
Academic Vice-president or Dean	274	259	4	263	20,635	...	20,846	...
Dean of Students	495	448	33	481	18,118	19,250	18,208	106.2
Business Manager	427	399	12	411	16,721	11,667	16,708	69.8
Director of Instruction	288	272	6	278	20,318	21,500	20,385	105.8
Director of Institutional Research	117	100	8	108	17,167	16,500	17,250	96.1
Director of Technical-Vocational Education	257	236	2	238	17,577	...	17,596	...
Director of Evening Session	228	207	7	214	16,781	18,750	16,909	111.7
Director of Adult Education	144	124	4	128	14,944	...	15,563	...
Director of Guidance	255	198	38	236	15,583	14,667	15,417	94.1
Director of Student Testing	32	20	11	31	14,250	10,250	11,500	71.9
Dean of Men	33	33	...	33	17,750	...	17,750	...
Dean of Women	39	...	37	37	...	16,750	16,375	...
Director of Athletics	138	134	1	135	14,500	[a]	14,500	[a]
Director of Public Relations	184	130	41	171	15,056	10,350	14,194	68.7
Director of Admissions	233	196	24	220	15,150	12,167	14,958	80.3
Chief Librarian	466	228	219	447	15,045	12,813	14,100	85.2
Registrar	288	205	68	273	14,917	10,583	14,083	70.9
Assistant or Associate Dean	159	132	15	147	19,150	18,750	18,964	97.9
NONPUBLIC INSTITUTIONS								
Chief Administrative Officer	74	66	8	74	19,500	20,250	20,000	103.8
Assistant Administrative Officer	24	21	2	23	12,250	[a]	12,000	[a]
Academic Vice-president or Dean	61	52	8	60	14,500	15,500	14,625	106.9
Dean of Students	61	42	16	58	11,800	11,250	11,625	95.3
Business Manager	70	59	9	68	12,750	10,375	12,300	81.4
Director of Guidance	25	14	9	23	11,167	8,188	9,750	73.3
Dean of Women	13	...	13	13	...	9,250	9,250	...
Director of Athletics	17	16	1	17	10,250	[a]	10,375	[a]
Director of Public Relations	39	27	10	37	10,750	8,250	10,375	76.7
Director of Admissions	57	42	13	55	11,300	8,750	10,938	77.4
Chief Librarian	66	15	50	65	9,750	10,071	9,917	103.3
Registrar	51	22	27	49	10,667	7,958	9,063	74.6

[a]Salaries were reported for fewer than five persons.

stitutions). The median salary of women is shown in column 9 as a percent of the median salary of men in the same administrative position. Because of the wide range in median salaries this percentage is more useful than the dollar differences as an indicator of the relative status of salaries paid to men and women.

An investigation of the possible influences of the type and location of the employing institution upon these salaries is not feasible for several of the administrative positions because of the very small numbers of women employed. To minimize possible differences in salaries which may result from professional characteristics of an individual where small numbers of persons are involved, a further review is made of only the positions in which 20 or more women are employed.

In the 27 positions in which salaries are reported for 20 or more women and at least 15 men, the percentages that women's median salaries are of men's for the same position range from 63.1 to 109.4 percent with a median of 75.5 percent. In the 19 positions in 4-year institutions the percents range from 63.1 to 109.4 with a median of 73.9. In the 8 positions in 2-year institutions the percents range from 68.7 to 106.2 with a median of 82.8.

Salary information for 4-year institutions grouped by type is listed in Table 4 for 18 positions having salaries reported for 20 or more women. Information available to NEA Research is not sufficiently detailed to allow a similar review of salaries in 2-year institutions. The remaining 4-year institution position for which salaries of 20 or more women are reported (Director of Institutional Research) is not included because no classification of institutions reported the salaries of five or more women in this position.

The level of faculty and administrative salaries tends to be lower in small than in large institutions. The information in Table 4 indicates the relative status of administrative salaries by sex where there is a reduction of the differences in salaries attributable to a disproportional number of women officers employed in institutions where salaries typically are lower than the national average. The data do not allow a review of the possible differences in the distribution of men and women officers among geographic regions within each classification of institution, a possible additional factor contributing to differences in salary of persons having a given administrative title.

Table 4 shows the median salaries of men and women administrators in the 18 positions by type of institution (a total of 75 institution positions) for institutions reporting five or more women administrators. The number of women in four of these institution positions (5.3 percent) is larger than the number of men. The median percent that the number of women officers is of the number of men officers in these 75 institution positions is 22.2 percent. On the other hand, the number of women officers represents less than one-fifth of the number of men officers in the same position in 45.3 percent. The percentages of institution positions having the number of women officers amounting to 70.0 percent or more of the number of men officers or below 20.0 percent of the number of men officers are as follows:

Institutional grouping	Percent of institution positions in which the number of women in administrative positions is: 70 percent or more of the number of men	Less than 20 percent of the number of men	Number of institution positions
Universities (public and nonpublic)	0.0	63.2	19
Public colleges	0.0	63.6	11
Nonpublic colleges			
Enroll 1,000 or more	11.8	41.2	17
Enroll 500 to 999	43.8	25.0	16
Enroll less than 500	41.7	33.3	12
Total	18.7	45.3	75

The preceding shows that only in the nonpublic colleges does the number of women administrators with these 18 administrative titles range at or above 70 percent of the number of men administrators, the number needed to be consistent with the over-all proportion of men students represented by women students (72.2 percent). However, at best, this is observed among only two-fifths of the incidences in this classification of institutions.

Also shown in Table 4 are the salaries of women officers as percents of the median salaries of men in the same position in a given type of institution. These percentages range from 65.7 (for Dean or Director of Student Testing and Counseling in small public universities) to 133.0 (for Director of Information in small public universities).

The percent of median men's salaries represented by median women's salaries for the same position does not seem to be related to the type and size characteristics of the employing institution. The following summary shows, by type of institution, the range and median of the information listed in column 8 of Table 4 (median salaries of women officers as percents of the median salaries of men in the same position in a given type of institution):

Institutional grouping	Percent of median salary of men represented by median salary of women in same position			Number of institution positions
	Lowest	Highest	Median	
Universities (public and nonpublic)	65.7	133.0	84.2	19
Public Colleges	66.1	129.9	82.2	11
Nonpublic colleges				
Enroll 1,000 or more	68.1	105.8	82.7	17
Enroll 500 to 999	67.6	101.6	88.2	16
Enroll less than 500	73.1	129.2	85.8	12

Numbers in column 2, Table 4, indicate type of institution:

Public Universities
1. Enrolling 10,000 and over
2. Enrolling 5,000 - 9,999
3. Enrolling under 5,000

Nonpublic Universities
4. Enrolling 5,000 and over
5. Enrolling under 5,000

Public Colleges
6. Public Colleges

Nonpublic Colleges
7. Enrolling 1,000 and over
8. Enrolling 500 - 999
9. Enrolling under 500

TABLE 4.—NUMBER OF PERSONS IN ADMINISTRATIVE POSITIONS IN 4-YEAR INSTITUTIONS AND MEDIAN 1971-72 SALARIES PAID, BY SEX AND BY TYPE OF INSTITUTION

Position	Institution type (See above right)	Number of officers			Median salaries		
		Men	Women	Women as percent of men	Men	Women	Women as percent of men
1	2	3	4	5	6	7	8
President or chief administrative officer	7	180	10	5.6	$30,579	$28,750	94.0
	8	174	11	6.3	25,206	22,750	90.3
	9	124	7	5.6	19,500	25,188	129.2
Assistant to President	3	26	5	19.2	18,700	14,000	74.9
	5	27	6	22.2	15,750	14,400	91.4
	6	55	8	14.5	16,608	12,040	72.5
	7	58	12	20.7	15,425	10,750	69.7
	8	42	9	21.4	13,500	12,750	94.4
	9	11	5	45.5	13,000	9 500	73.1
Dean of Administration, Faculty, or Instruction	8	62	6	9.7	17,500	16,900	96.6
	9	49	8	16.3	14,000	14,205	101.5
Dean of the college	7	70	7	10.0	20,225	18,500	91.5
	8	67	12	17.9	18,700	19,000	101.6
Chief Student Affairs Officer	7	142	21	14.8	16,054	15,000	93.4
	8	106	39	36.8	13,000	12,200	93.8
	9	43	8	18.6	11,500	12,000	104.3
Dean of Women	7	5	102	2040.0	13,500	11,412	84.5
Dean or Director of Admissions	6	96	10	10.4	15,623	13,210	84.6
	7	168	25	14.9	14,125	13,750	97.3
	8	135	32	23.7	12,000	11,000	91.7
	9	50	15	30.0	12,000	9,167	76.4
Registrar or Director of Registration	1	71	8	11.3	18,059	16,225	89.8
	3	39	12	30.8	16,400	10,815	65.9
	5	43	8	18.6	15,000	12,090	80.6
	6	97	27	27.8	14,640	12,000	82.0
	7	131	63	48.1	13,000	11,166	85.9
	8	80	78	97.5	11,846	9,475	80.0
	9	35	60	171.4	9,660	7,630	79.0

TABLE 4.—NUMBER OF PERSONS IN ADMINISTRATIVE POSITIONS IN 4-YEAR INSTITUTIONS AND MEDIAN 1971-72 SALARIES PAID, BY SEX AND BY TYPE OF INSTITUTION (Continued)

Position	Institution type	Number of officers			Median salaries		
		Men	Women	Women as percent of men	Men	Women	Women as percent of men
1	2	3	4	5	6	7	8
Dean or Director of Student Placement	1	70	7	10.0	16,842	16,700	99.2
	3	34	10	29.4	15,396	11,386	74.0
	5	31	5	16.1	12,600	9,270	73.6
	6	80	8	10.0	14,449	9,551	66.1
	7	68	55	80.9	12,125	9,800	80.8
	8	26	24	92.3	10,813	9,050	85.3
Dean or Director of Student Testing and Counseling	1	57	7	12.3	19,821	16,665	84.1
	2	38	5	13.2	15,769	15,500	98.3
	3	35	11	31.4	16,600	10,902	65.7
	5	28	5	17.9	14,600	12,300	84.2
	6	79	13	16.5	16,000	13,500	84.4
	7	70	19	27.1	13,550	11,100	81.9
	8	27	19	70.4	11,000	10,908	99.2
	9	5	9	180.0	10,000	9,900	99.0
Director of Student Financial Aid	5	39	7	17.9	12,000	11,250	93.8
	6	84	19	22.6	12,414	10,200	82.2
	7	132	32	24.2	11,150	8,850	79.4
	8	70	51	72.9	9,825	8,025	81.7
	9	16	14	87.5	8,850	7,725	87.3
Chief Business Officer	7	184	5	2.7	19,840	21,000	105.8
	8	177	7	4.0	15,750	14,017	89.0
	9	98	8	8.2	12,500	12,000	96.0
Controller	7	129	7	5.4	14,700	11,500	78.2
	8	56	12	21.4	13,100	8,850	67.6
Director of Non-academic personnel	3	22	6	27.3	13,152	15,347	116.7
	6	45	5	11.1	13,320	14,830	111.3
	7	37	19	51.4	13,800	9,400	68.1
Public Relations Vice-President or Director	6	61	7	11.5	14,500	18,830	129.9
	7	113	13	11.5	14,000	11,350	81.1
	8	78	26	33.3	11,250	9,250	82.2
	9	32	12	37.5	11,267	9,500	84.3
Alumni Services Director	6	24	13	54.2	12,373	9,962	80.5
	7	116	34	29.3	11,693	9,369	80.1
	8	48	47	97.9	10,800	8,700	80.6
	9	16	14	87.5	11,100	8,575	77.3
Director of Information	1	44	7	15.9	18,139	13,155	72.5
	3	17	9	52.9	12,304	16,365	133.0
	6	47	5	10.6	13,744	10,500	76.4
	7	64	18	28.1	11,687	9,716	83.1
	8	21	17	81.0	10,000	7,800	78.0
Director of Libraries or Chief Librarian	1	82	6	7.3	25,000	23,382	93.5
	2	57	5	8.8	20,232	17,430	86.2
	5	38	9	23.7	18,365	15,000	81.7
	6	118	36	30.5	16,312	14,225	87.2
	7	126	76	60.3	14,595	12,075	82.7
	8	96	79	82.3	12,600	11,000	87.3
	9	39	62	159.0	12,000	9,483	79.0